

# CMMI within ING/Operations & IT

based on a true story

Ad Vrijssen, Nathan Yousef  
IT strategy consultants

Ede – October 6<sup>th</sup>, 2009



# Agenda

---

- The organization
- The starting point
- The benchmark
- The approach
- The challenges
- The future

# The organization - ING Profile

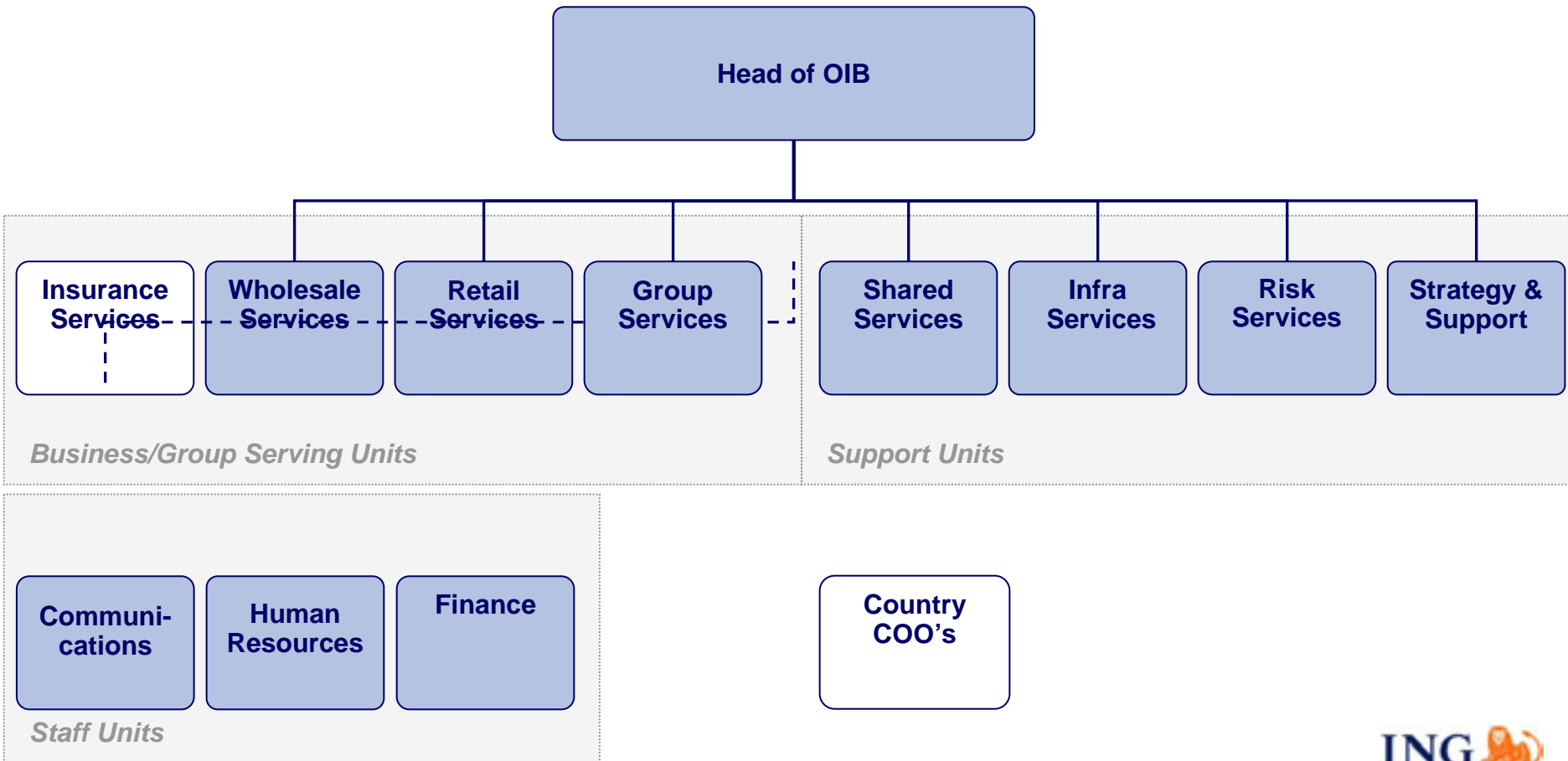
- ING is a global financial services company including banking, insurance and asset management services in over 50 countries.
- ING serves a broad customer base (over 75 million): individuals, families, small/medium businesses, large corporations, institutions and governments.
- ING is organised in six business lines.



# The organization – OIB organization closely aligned with the business partners

## Mission Statement

Providing our **business partners** a **strategic advantage** via **efficient and effective** employment of **People, Process** and **Technology**



# Agenda

---

- The organization
- The starting point
- The benchmark
- The approach
- The challenges
- The future

The starting point -

# OIB strategy & execution - 14 change programmes

We defined

- 4 programs in **people**,
  - 5 programs in **process** and
  - 5 programs in **technology**,
- that will reshape OIB

- **Programs**

## **Solution delivery**

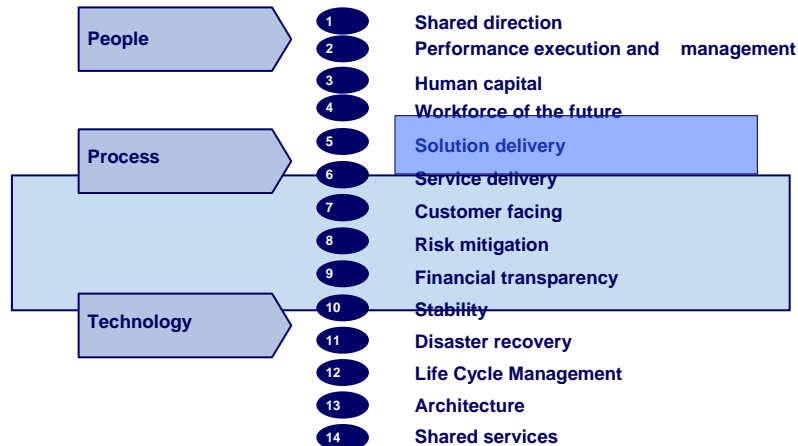
Standardize and enforce one  
**industry standard** to improve time  
and cost of solution delivery

CMMI

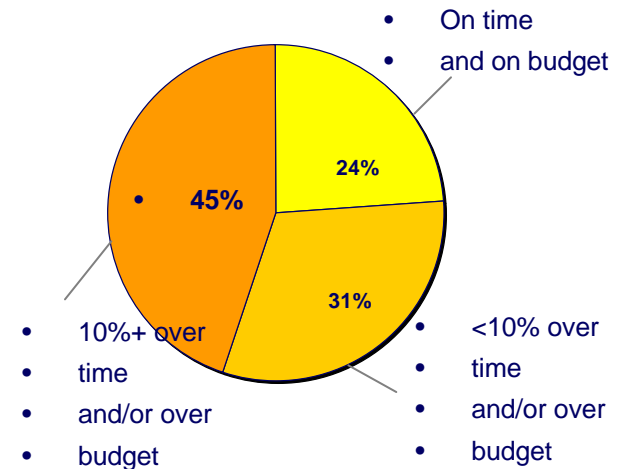
The starting point -

# One of 14 programmes – timelines

- Need for change at OIB
- CMMI one of the 14 Transformation programmes
- CMMI programme kick off on March 4<sup>th</sup>, 2008
- Maturity Level 2 by end of 2009
- Maturity Level 3 by end of 2011



Efficiency – percentage of projects delivered on original time and budget



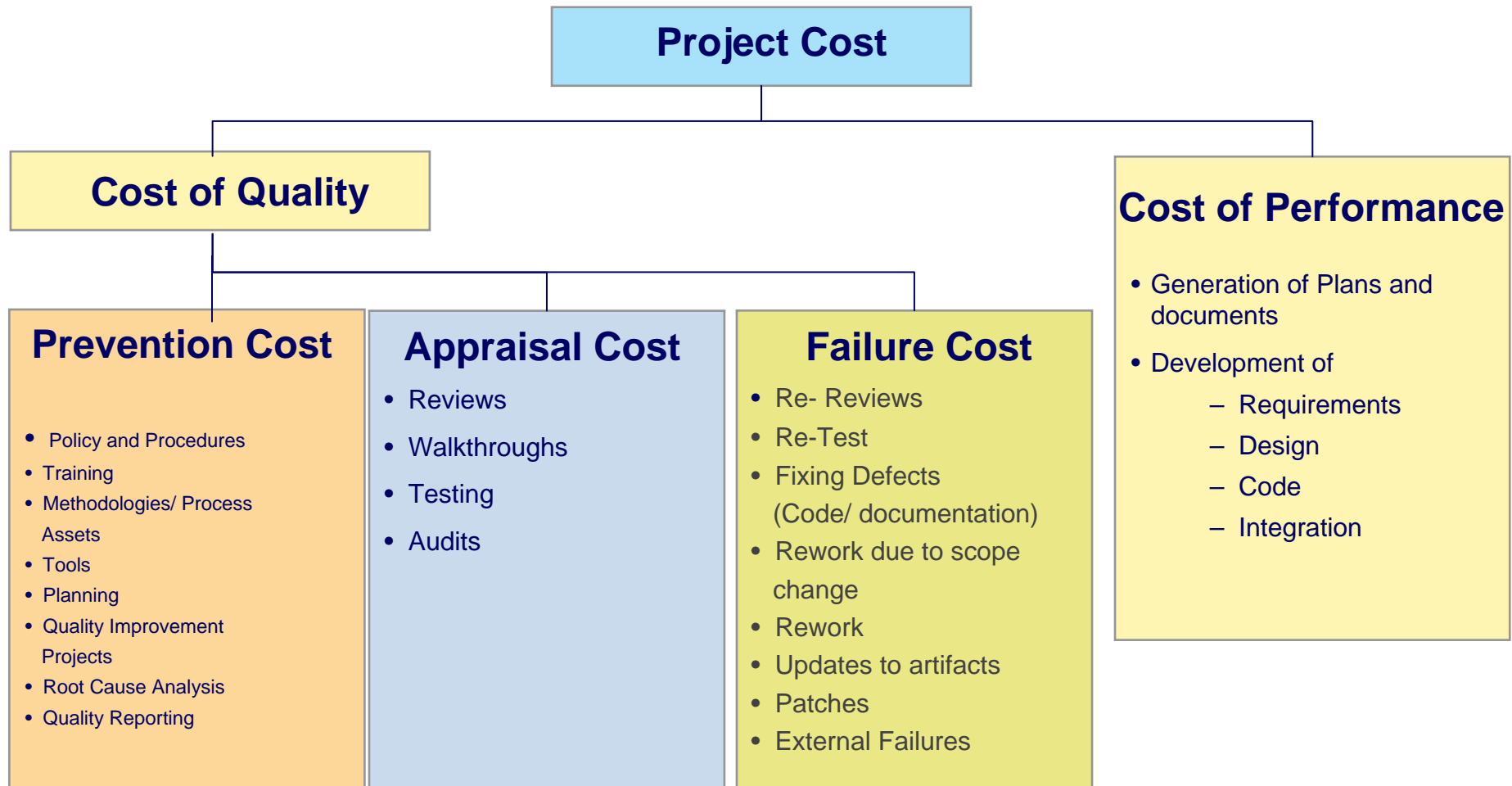
# Agenda

---

- The organization
- The starting point
- The benchmark
- The approach
- The challenges
- The future



# The benchmark Structure Cost of Quality model



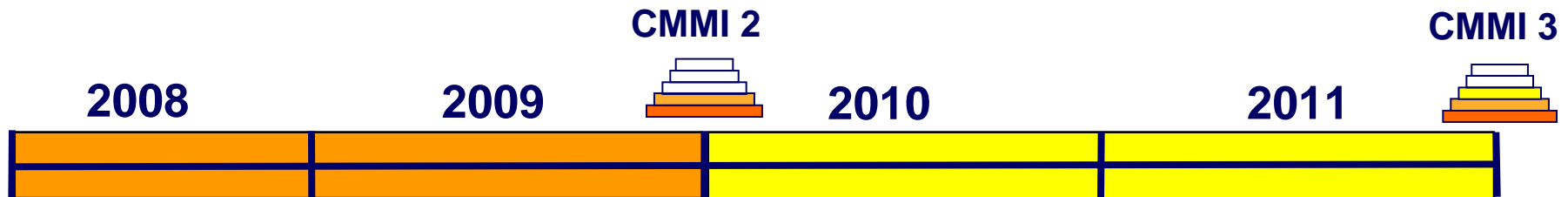
# Agenda

---

- The organization
- The starting point
- The benchmark
- The approach
- The challenges
- The future

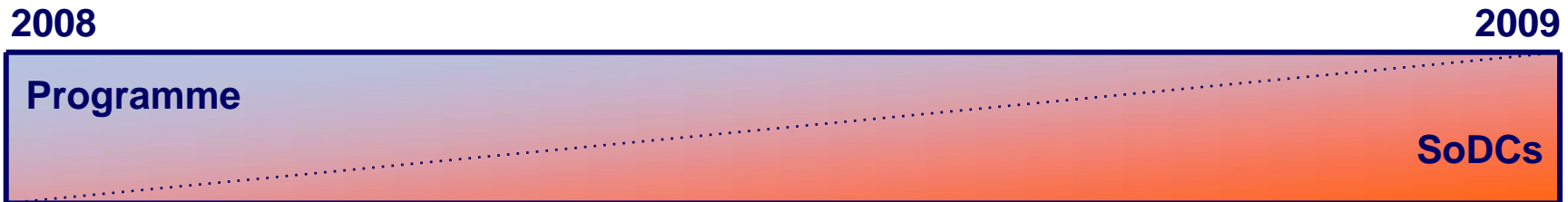
# The approach

## Central and local responsibilities



Two step approach

- 2008 – 2009 achieving ML2
- 2010 – 2011 achieving ML3



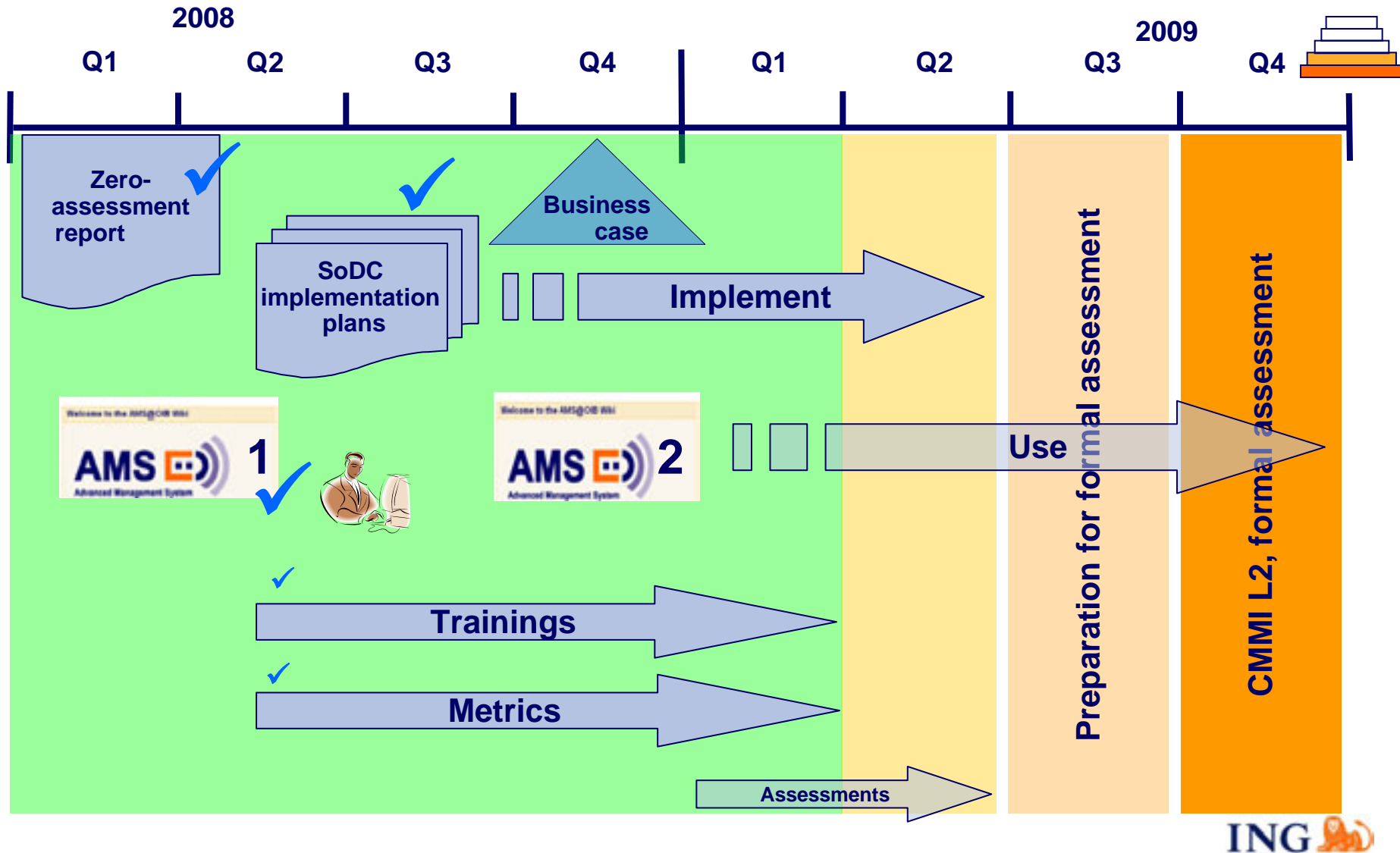
Programme

- Zero assessment
- Define process standard / AMS
- Training & Communication
- Define metrics & measure

Solutions Delivery Centre

- Set up implementation plan
- Train employees
- Close the gap
- Celebrate successes

# The approach Milestones & Deliverables during 2008-2009

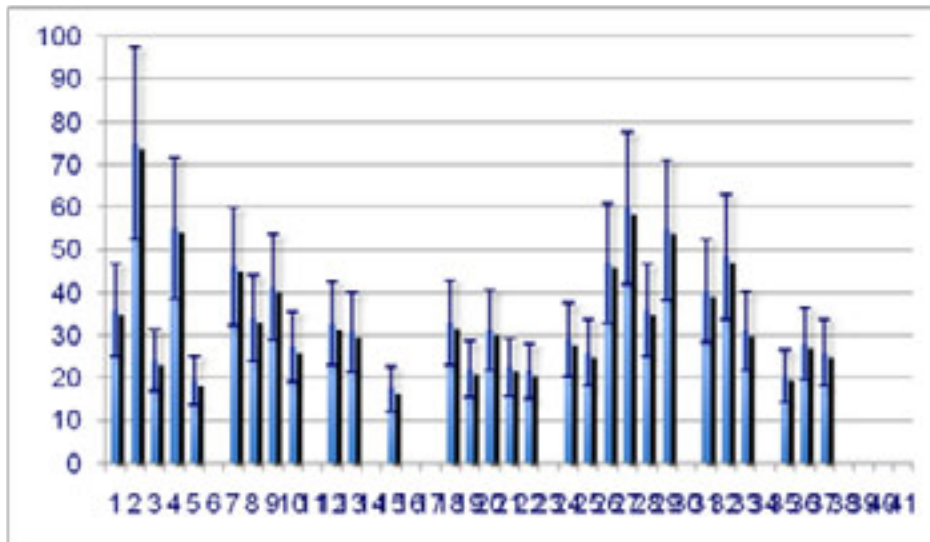


# The approach

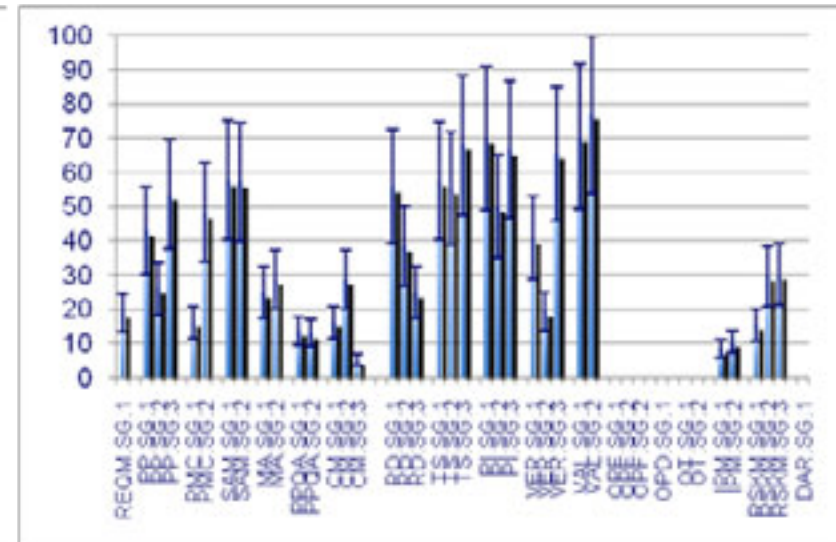
## Zero measurement

- Executed by 4 experienced external CMMI appraisers
  - Lead by a SEI certified CMMI assessor
- Tight timeframe of 2,5 months
- Overall score: 1+

Ratings per SoDC



Ratings per CMMI Process Area



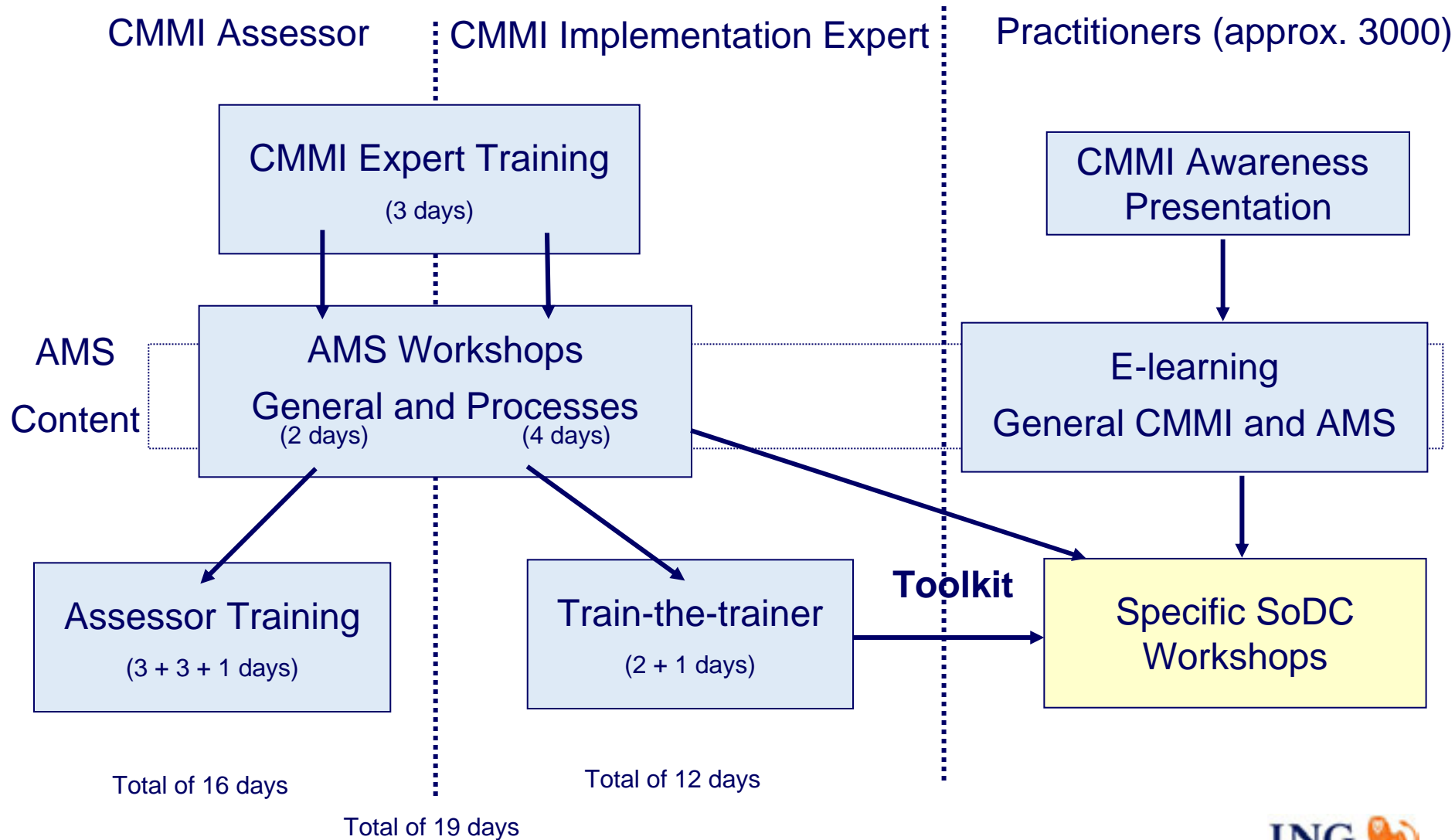
# The approach

## New process standard

- Many process standards were present within OIB
- Little success in standardisation
- New standard adopted from ING/Nationale-Nederlanden



# The approach Learning & Development Model



## The approach

# Define metrics & measure

1. Operational Performance to track effectiveness and efficiency of the processes, e.g.:
  - Quality of software delivered
  - Costs and effort per function point
2. Process metrics to track CMMI roll out, e.g.:
  - Availability of documented standard processes
  - % people trained or % projects on level 2
3. Process metrics to track project execution, e.g.:
  - Numbers of errors found in review



# Monitoring progress implementation

---

- Productivity benchmark
- CMMI implementation dashboard
  - Bi weekly report on progress of implementation based on judgement coaches and metrics
- Tracking of staff trained
- Cross assessments
  - Performed by local CMMI assessors of other departments

# Agenda

---

- The organization
- The starting point
- The benchmark
- The approach
- The challenges
- The future

# The challenges

---

- Multiple changes for user community
- How do I tell my customer (business partner)
  - Many bilateral meetings with head SoDC and with business
  - Rules of conduct
- Support
  - Dedicated coaches for each SoDC
- Culture and behaviour
  - Presentations at several levels
  - Leadership workshop
- Consequences of the credit crunch (budget cuts)

# Flying squads to help SoDCs to implement

- A team of external subject matter specialists
- Trained in AMS by the central programme
- Ensuring the method used complies to CMMI Maturity level 2!
- Helping your projects with the “real” work
  - No ivory tower, but hands-on help in your projects
- Hired on a result based contract by the central programme!

# Agenda

---

- The organization
- The starting point
- The benchmark
- The approach
- The challenges
- The future

# Evaluation of the programme approach

As planned the programme approach will be evaluated and revised

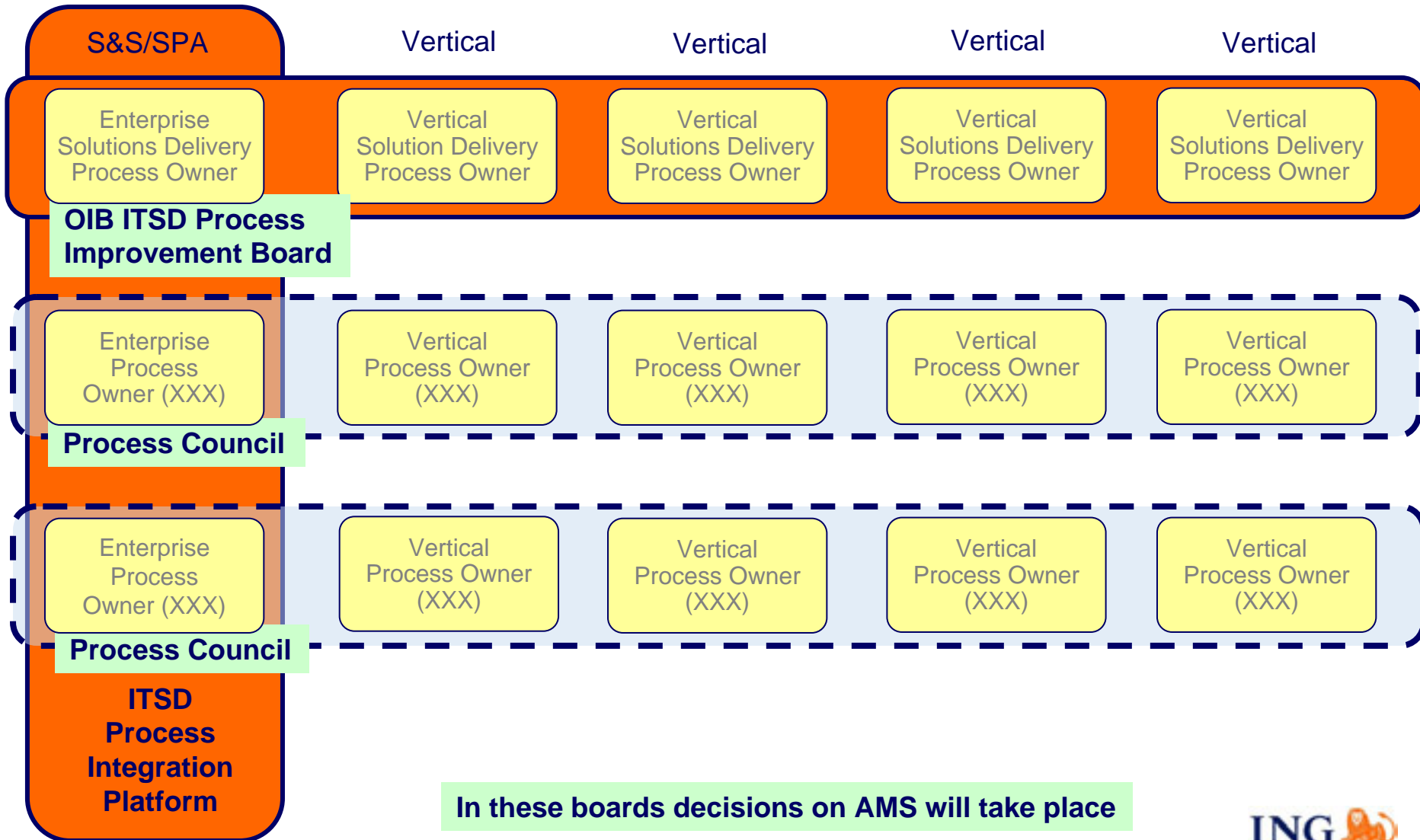
Some considerations:

- Further alignment of business partners to the programme
- Which approach to grow to ML3
- Role of line organisation maintaining ML2 processes

We will continue with:

- Maintaining ML2 processes
- Implementing process governance organisation
- Cross assessments
- Productivity benchmarks
- Further growth towards ML3 processes

# The future Process governance organisation



# Conclusion

---

- Top-down is commonly not done, but works well in our situation
- Quantification of business economical results and steering is essential
- Not only CMMI KPI, but also on operational performance
- Crucial role for buy in from the business partners
- SPI is a long-term job (marathon) and needs continuous attention